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ABSTRACT

A comprehensive review of the Foster Grandparent Program (FGP) was undertaken in order to determine its effectiveness, compliance with legislation, and the adequacy of oversight by the sponsoring organization. The evaluation is based on more than 40 research questions designed to describe program activities, determine degrees of community support, ascertain program impact, and assess factors pertinent to program effectiveness. Data was collected via mail and telephone surveys and thro gh site visits. Primary data were collected from a survey of the principal components of each FGP project: all Project Directors, and a sample of the Advisory Council members, Institutional Representatives, Station Supervisors, and Volunteers. Separate survey questionnaires were designed for members of each group. The following conclusions were made: (1) the Foster Grandparent Program is meeting its intended purposes; (2) Foster Grandparent Volunteers are primarily female from diverse racial and ethnic backgrounds; (3) FGP projects have varying characteristics with most operating in public and private schools, serving children between three and eleven years old; and (4) training and technical assistance to the FGP need to be strengthened. Seventeen tables present data. (TS)

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FOSTER GRANDPARENT PROGRAM

March 1994

ED 398 460

An Evaluation Report on the Foster Grandparent Program

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AN EVALUATION REPORT ON THE FOSTER GRANDPARENT PROGRAM

Corporation for National and Community Service
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March 1994

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EXECUTIVE SUMMARY

Background and Description

The Foster Grandparent Program (FGP) has provided low-income persons 60 years of age and over the opportunity to assist children who have special and/or exceptional needs for more than 28 years.

In 1993, approximately 23,000 Volunteers assigned to 275 projects across the United States and Puerto Rico served more than 89,000 youth and children.

Key components of the program are the ACTION agency, the sponsoring organization (grant recipient), Project Directors, Advisory Councils, Station Supervisors and the FGP Volunteers.

Sponsors obtain grants from ACTION for the projects and provide the administrative support to sustain them. The Project Directors organize, guide and direct the project and recruit Volunteers. Station staff supervise the Volunteers at the stations to which they are assigned. Volunteers carry out the activities of the project, working directly with the children served. Advisory Councils assist the Project directors and sponsors and provide advice, assistance and linkages to the served community.

PURPOSE

The purpose of this evaluation was to undertake a comprehensive review of the FGP program focusing on its effectiveness, compliance with legislation and the adequacy of ACTION's oversight. The evaluation is based on more than 40 research questions designed to describe program activities, determine degrees of community support, ascertain program impact, and assess factors pertinent to program effectiveness.

METHODOLOGY

We collected data through mail and telephone surveys and through site visits. The primary data were collected from a survey of the principal components of each FGP project: all Project Directors and a sample of the Advisory Council members, Institutional Representatives[1], Station Supervisors, and Volunteers. Separate survey questionnaires were designed for each.

The sites visited were selected as being representative of the range of FGP projects (large, small, urban and rural). At each site, we interviewed all of the above-mentioned principals as well as community members, and some ACTION State Directors.

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[1] Institutional Representatives are employees of organizations in which Foster Grandparents serve, who know about the Volunteers' activities but who have no supervisory relationship to them.

We also used information from the Fiscal Year 1992 annual ACTION *Project Profile and Volunteer Activity (PPVA)* survey, and from U.S. Census data. The PPVA is a set of data collected from each FGP Project Director and represents a yearly count of projects, Volunteers, clients and stations, by types.

FINDINGS

Projects

Sixty percent of the Foster Grandparent Projects are urban, primarily serving children ages three to 11 years who are abused and neglected, emotionally disturbed and learning disabled. Older children (ages 12-17), and those who are terminally ill, refugees, runaway youth and children with HIV or AIDs are less frequently served. Most of the projects are concentrated in schools, day care centers, or Head Start programs (66%) and have an average of three Volunteers at each station. Project Directors serve for an average of seven years. Most projects have had three Directors. Each project has an Advisory Council to advise and assist.

Volunteers

Most of the Volunteers (91%) are women, and more than half (54%) are White (37% are Black). Almost half (48%) have completed high school or beyond. Most Volunteers are recruited by word-of-mouth, and they serve for an average of 6.5 years.

They serve because they enjoy the children, feel more useful, make new friends, feel better physically, have a new purpose in life, and like the additional income. Their service makes them more satisfied with their lives, more socially connected and more financially secure. When they leave the program, it is primarily for health reasons or death.

There is a sufficient number of low-income older Americans nationwide over age 60 to continue the program at current or expanded levels.

The percentage of male Volunteers has declined over the years, from 19% in 1976, 15% in 1979, to 10% of the Volunteers surveyed in this evaluation. Also, a higher percentage are in the older age groups (70's, 80's and above) than are females. Male Volunteers are more likely than females to work with older children; 32% of the males work with high school youth compared to 18% of the females.

Men were found to be more likely to work in shelters and other categories of stations and less likely to work in day care and Head Start settings and in situations where children are being treated for mental and emotional difficulties. They are less likely than females to describe their activities as nurturing or social skill building.

ACTION Oversight and Assistance

ACTION oversight is viewed favorably by sponsors, Project Directors, Station Supervisors and Volunteers. Most (73%) of the Project Directors noted that ACTION's regulations and

policies are thorough and comprehensive, and 70% said they were clear and easy to understand.

Advisory Council Training

Less than 10% of advisory council members had received training. Twenty-four per cent said that they would like to receive training on grant writing and other fund-raising techniques. Twelve per cent would like training on the definition and computation of in-kind contributions, and 32% would like training on the development and use of the Advisory Council.

Project Director Training

Slightly more than one-third (39%) of the Project Directors had received in-service training. Sixty-six percent reported that they need additional training, especially in the areas of FGP legal and financial liability (requested by 61% of the Project Directors), grant writing and fund-raising techniques (53%) and conflict resolution and problem-solving techniques (49%). Topics requested by 35% to 45% of the Project Directors include problems and issues of aging (45%), stress management (41%), ACTION rules and regulations (35%), and development and use of Advisory Councils (35%).

Technical Assistance

Project Directors need more technical assistance on legal and financial liability issues (36%); grant writing and other fund-raising techniques (35%); ACTION's rules and regulations (22%); conflict resolution (22%); problems and issues of aging (20%); and stress management (20%).

Characteristics of Effective Projects

Review of the survey data and the characteristics of projects viewed as being successful during site visits enabled us to focus on four areas by which we measured project effectiveness. They were:

- Percent of available volunteer service years used.
- Number of station types.
- Average number of children served per FGP Volunteer.
- Number of sources of financial and in-kind contributions generated.

Analysis revealed that success in the above areas correlated significantly with the following:

<u>ACTION state staff assistance</u>

- Projects that ACTION state staff visit are more effective than those they do not visit.

- Projects visited by ACTION state staff three or more times during the year have higher effectiveness scores than those visited less often.

- Projects visited for a "general status check," rather than for a specific task or problem, are more likely to score as more effective.

Training of Volunteers and use of public media

- Among projects offering more than 48 hours of Volunteer in-service training during Fiscal Year 1992, 50 rated as more effective and 13 as less effective.

- Effective projects also use the public media. Among those advertising in newspapers and on radio and television, 37 were more effective, compared to 20 of those that did not advertise through these media.

Receipt of technical assistance

- Eighty-five of the projects characterized as more effective received technical assistance, compared to 74 of the projects rated average and 66 of the projects considered less effective.

Number of Directors in the life of a project

- Projects that have had only one Project Director are less likely to score as more effective than projects that have had more than one Project Director.

Advisory Council fund-raising efforts

- Among the projects in which Advisory Councils helped with fund-raising, 36 scored as more effective and 17 as less effective.

RECOMMENDATIONS

- Develop and institute comprehensive training and technical assistance programs that more fully address the needs of Project Directors, Station Supervisors and Volunteers.

- Disseminate characteristics associated with successful projects and assure, to the extent possible, that they are reflected in training and technical assistance programs.

- Encourage sponsors to recruit more male Volunteers.

- Upon change of sponsors or any program expansion, encourage location of projects that more equitably distribute them among urban and rural areas.

- Develop and disseminate fund-raising techniques designed to assist sponsors in obtaining more private sector financial support.

- Encourage sponsors to initiate more activities designed to expand services to children within the full age range of authorized service recipients.

- Encourage sponsors to extend services to children who are seriously ill, have HIV or AIDS, and those who are refugees or runaways.

- Develop guidelines to assist sponsors in discharging FGP Volunteers with dignity whose health adversely affects their function.

- Encourage sponsors to make advisory councils more representative of the community served and independent of the project's Board of Directors.

CHAPTER ONE
INTRODUCTION

OVERVIEW OF THE FOSTER GRANDPARENT PROGRAM

Legislative and Funding History

The Foster Grandparent Program (FGP) was established on August 28, 1965, as a national demonstration effort by the Office of Economic Opportunity (OEO). The purpose of the program was to demonstrate that low-income persons 60 years of age and over had the maturity and experience to establish personal, helping relationships with children who have special and/or exceptional needs. An agreement between OEO and the Administration on Aging (AOA) resulted in the funding of 21 FGP project sponsors in which approximately 800 FGP Volunteers worked in 45 institutions and community settings providing care and attention to children up to five years of age.

By 1968, 68 FGP projects were funded in 40 states and in Puerto Rico, resulting in approximately 4,100 Volunteers assisting more than 10,000 children, with an annual budget of almost $10,000,000. In 1969, funding authority was transferred to the AOA under Title 6 of the Older Americans Act with the FGP becoming a stipended volunteer program for low-income elderly to serve children through 17 years of age.

Under Reorganization Plan No.1, July 1, 1971, the FGP was transferred to the newly created Federal agency, ACTION. By Fiscal Year 1972, the number of FGP projects had increased to 133, supporting more than 10,000 volunteers in 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands. The annual appropriation had reached $25,000,000.

The 1976 amendments to the Domestic Volunteer Service Act, ACTION's authorizing legislation, defined "child" and "children" as any individual or individuals under 21 years of age, with the stipulation that a mentally retarded child may, under certain circumstances, continue to be assisted by the FGP after the age of 21.

In Fiscal Year 1992 the FGP budget of approximately $64,800,000 million supported 23,228 senior Volunteers assigned to 275 projects across the United States and Puerto Rico. These Volunteers worked in residential and non-residential settings with 89,081 youth and children each day.

Program Overview

ACTION awards sponsorship of FGP projects to public agencies and private nonprofit organizations in the United States and its territories. Sponsors include agencies and organizations that serve seniors, community action agencies, public and private social service agencies, public school districts, state hospitals that serve retarded and/or mentally disturbed children, public agencies serving the juvenile court system, and Native American tribal organizations. Sponsors must be involved or have an interest in community programs and activities that help

alleviate the problems of the elderly poor as well as children with special or exceptional needs. In addition, they must have:

- Good working relationships with a variety of community agencies and organizations;
- Experience in developing volunteer service opportunities;
- A strong base of local financial support for social service programs and the capacity to develop additional sources of local funding; and
- The capability to employ project staff who have the experience and skill to assume direct responsibility for managing the FGP project.

FGP Projects

Urban projects tend to serve one city or metropolitan area, while rural projects generally serve several small cities (with fewer than 50,000 residents each) and more than one county. Eight large projects currently serve widely dispersed sites which operate as semi-autonomous "sub-projects."

Advisory Councils

Each project is required to establish an Advisory Council to advise and assist the sponsoring agency and Project Director. Advisory Councils must be independent of the sponsor's Board of Directors. The key responsibilities of the Advisory Councils include: (a) advising and supporting the Project Director in forming local policy, planning, and developing operational procedures; (b) assisting the sponsor in promoting community support for the project, including the mobilization of financial and in-kind support; (c) conducting an annual appraisal of the project's operation and submitting a report to the sponsor; and (d) advising on personnel actions that affect the Volunteers and project staff.

Volunteers and Their Work

Persons who are eligible to serve as FGP Volunteers must be 60 years of age or more, have an income no higher than the U.S. poverty level plus Social Security supplement or 125% of the U.S. poverty level (whichever is higher), and not be employed.

The Volunteers serve in a variety of locations (or "stations") such as schools, day care centers, centers for children with mental and emotional problems, and residential facilities.

Supervised by professional station staff, the Volunteers provide services to a wide range of children and young people, including those in public, state, and private institutions; alternative schools; and correctional facilities. They also reach out to delinquent youth identified through the juvenile justice system, as well as abused and neglected children.

The Foster Grandparents generally spend four hours a day, five days a week giving individual care and nurturing to a child or several children. They bring a lifetime of skills to their service, plus the wisdom of long experience.

Training

Authorizing legislation requires Sponsors to provide FGP Volunteers with at least 40 hours of pre-service orientation within three months of their assignment to the project and four hours of in-service training for each month of service.

Evaluation Methodology

We collected data through mail and telephone surveys and through site visits. The primary data were collected from a survey of the principal components of each FGP project: all Project Directors and a sample of the Advisory Council members, Institutional Representatives, Station Supervisors, and Volunteers. Separate survey questionnaires were designed for each.

On-site observations were made during ten site visits. The sites were selected as being representative of the range of FGP projects. Project Directors, Advisory Council members, Institutional Representatives, Station Supervisors, Volunteers, and Community Members were interviewed. Some ACTION State Directors also were interviewed. Rural and urban sites were visited in several ACTION regions.

We also used information from the Fiscal Year 1992 annual ACTION *Project Profile and Volunteer Activity (PPVA)* survey, and from U.S. Census data. The PPVA is a set of data collected from each FGP Project Director and represents a yearly count of projects, volunteers, clients and stations, by types. The 1990 Census data were analyzed by Decision Demographics, Inc.[1] to provide estimates of the low-income population over age 60 and other relevant data including: 1) estimates of the low-income population over age 60 below the poverty level; 2) estimates of the ACTION Foster Grandparent "eligible" population over age 60; and 3) several descriptive measures of urbanicity and population density.

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[1] A firm specializing in Census data analysis, sub-contracted by the evaluation contractor, Development Associates.

We also developed measures to determine project effectiveness based on:

- Percent of available Volunteer service years used.
- Number of station types.
- Average number of children served per FGP Volunteer.
- Number of sources of financial and in-kind contributions generated.

CHAPTER TWO
PROGRAM DESCRIPTION

This chapter describes the Foster Grandparent Program in detail. The first section describes the characteristics of FGP projects, focusing on FGP sponsors, stations, Project Directors, Volunteers, and Advisory Councils. The second section describes the communities served by the program and the support offered by these communities. The third section addresses ACTION's oversight of the program. The fourth section describes the amounts and types of training and technical assistance provided to Project Directors.

CHARACTERISTICS OF FGP PROJECTS

An FGP project involves intense interaction between sponsors, Project Directors, station staff (Station Supervisors and Institutional Representatives), Volunteers and Advisory Council members. This interaction takes place daily, occurs in different settings, and involves a range of issues. Each component performs important functions essential to the success of the project.

Sponsors obtain the funds to support the project and provide the administrative support needed to sustain it. Project Directors represent the hub of the project's activity. They organize, guide, and direct the project and recruit Volunteers. Station staff supervise the Volunteers on site at the stations to which Volunteers are assigned. Volunteers carry out the activities of the project, working directly with the children served. Advisory Councils assist the Project Directors and sponsors by providing advice and linkage to wider community networks.

Together, these individuals work to fulfill the goals of the program. The following information highlights key aspects of their work.

Sponsors

Each project, including the large, multi-project grants, is served by a separate sponsor. Public agencies and private non-profit agencies comprise the majority (45%) of the projects, with the remainder of the projects distributed fairly evenly among other types of organizations.

Sponsors include (1) agencies of municipal, county, or state government such as departments of human services, health, children's services, mental health and mental retardation services, and older adults; (2) private providers of social services, mental health services and children's services; (3) community action agencies; (4) volunteer groups and organizations such as the United Way and Urban League; (5) agencies on aging; (6) religiously-affiliated organizations such as Catholic Charities and Lutheran social services; and (7) other organizations such as hospitals, schools and senior centers. Distribution of sponsors by type of organization is shown in Table 1.

TABLE 1

DISTRIBUTION OF SPONSORS BY TYPE OF ORGANIZATION

Type of Agency	Number	Percent
Public	66	24
Private Providers	57	21
Community Action Agencies	34	12
Volunteer	32	12
Agencies on Aging	30	11
Religious Affiliates	23	8
Other	32	12

Approximately 300 projects are dispersed in urban (60%) and rural (40%) settings. While new projects are created occasionally, the average project has been funded for 18 years, serves 20 locations ("stations"), supports about 60 Volunteers, and serves 1,000 special needs children each year.

Stations

In Fiscal Year 1992, there were 7,112 FGP stations. Public and private schools, day care centers, and Head Start programs are the most common type, accounting for 70% of the total. Public and private schools comprise 39%, day care centers 18%, and Head Start programs 13%. Stations may be either residential (12%) or non-residential (88%).

Residential stations serve children confined to institutions, while non-residential stations perform their services in a wide variety of locations where special needs children go for assistance. The number of children served at a station varies widely from one to more than 1,000 (for an average of 55). Table 2 presents the number and percent of stations by station type.

TABLE 2

STATION TYPES*

Type of Station	No.	Percent
Residential		
Mental Retardation Center	188	3
Correctional/Juvenile Detention	170	2
Group Home	119	2
Acute Care Hospital	105	1
Developmental Center	95	1
Mental Health Center	57	1
Native American Boarding School	39	1
Other	90	1
Subtotal	863	12
Non-Residential		
Public/Private School	2,758	39
Day Care Center	1,260	18
Head Start Program	958	13
Mental Retardation Center	204	3
Hospital/Medical Center	174	2
Shelter/Center for Abused, Neglected	166	2
Teen Pregnancy/Parenting Program	149	2
Cerebral Palsy Center	58	1
Shelter/Centers for Homeless	51	1
Mental Health Center	49	1
Sheltered Workshop	48	1
Shelter/Center for Substance Abusers	44	<1
Native American School	31	<1
Shelter/Center for Runaway Youth	30	<1
Juvenile Court/Probation	27	<1
Other	242	3
Subtotal	6,249	88
Total	7,112	100

* 1992 PPVA data.

Chapter Two: Program Description

Project Directors

Currently, there are 293 FGP Project Directors. The number of Project Directors over the life of a project ranges from one to ten. Thirty-one projects (13%) have had only one Project Director, and two have had ten Project Directors. On average, projects have had three Project Directors. Project Directors have served from less than one to 27 years; on average, they have served seven years; about 11% are newcomers who have served less than one year, and 22% have served 11 years or more.

Project Directors leave the program to retire, accept a better job offer, pursue a new challenge, or as a result of disagreements or other difficulties with the board of directors or other senior management staff.

Volunteers

The Volunteers who responded to the survey range in age from less than 60 to 90 years. Slightly more than one-half are in their 70s, 34% are in their 60s, and 15% are in their 80s; one respondent is 90. Ninety percent are women. More than half (54%) are White; 37% are Black, 6% Hispanic, 2% "other," 1% Asian or Pacific Islander, and 1% Native American or Aleut. Just over half (52%) have less than a high school education; with 48% having completed at least high school.

Volunteers work 20 hours per week. Most (81%) serve four hours a day, five days a week for a total of 20 hours; 18% work five hours a day four days a week. This flexibility in scheduling allows the Project Directors to accommodate the needs of the stations and the Volunteers.

Volunteer assignments are tailored to the philosophy and functional organization of the station to which the Volunteers are assigned. Most Volunteers (61%) are assigned from one to three children and work with them individually and in small groups; 15% are assigned four to six children, 4% are assigned six to eight children, and 13% are assigned nine or more children. About 7% are not regularly assigned to specific children. Most of the Volunteers not assigned to specific children work with babies and toddlers in day care and Head Start stations; performing functions such as nurturing, monitoring, and assisting with academic learning.

During Fiscal Year 1992, an average of three Volunteers served at each station. Many stations (28%) had just one Volunteer, 18% had two Volunteers, 18% had three Volunteers, and 20% had between five and ten Volunteers.

According to Station Supervisors, the FGP Volunteers interact primarily with children in group settings; with 60% assisting in such settings, and 40% assisting the children one-on-

one. The Volunteers report slightly different percentages, with nearly 40% working mostly in small group settings, 32% working in both individual and small group situations, and 28% assisting one-on-one.

Volunteers may work with children in more than one age group. Most often, they work with toddlers, preschoolers, or children in kindergarten (52%) or with elementary school children (49%). Fewer Volunteers reported that they work with babies (25%), junior high school youth (21%), or high school youth (19%). Table 3 presents these data.

TABLE 3

AGE GROUPS OF CHILDREN SERVED, ACCORDING TO FGP VOLUNTEERS

Age Group	Percent of FGP Volunteers*
Babies (Ages 0-2)	25
Toddlers, Preschoolers, Kindergartners (Ages 3-5)	52
Elementary School (Ages 6-11)	49
Junior High School, Young Teen (Ages 12-14)	21
High School, Older Teenagers (Ages 15-18)	19

*Volunteers may work with more than one age group.

Volunteers perform a variety of activities, depending on the child's needs and age, the type of service offered at the station, and the Volunteer's skills. According to the Volunteers, these activities include nurturing, guidance, listening, and comforting; help with learning academic subjects; monitoring and supervising children in play, work, and treatment activities; teaching social skills such as taking turns, not fighting, and sharing; help with preparing, eating, and cleaning up after meals; help with communication skills and learning language; personal care assistance with dressing, toileting, and napping; homemaking and child care assistance; and physical therapy assistance such as teaching motor skills and helping with exercises. The primary activities performed by the Volunteers are reported in Table 4.

TABLE 4

PRIMARY ACTIVITIES PERFORMED BY FGP VOLUNTEERS AT STATIONS ACCORDING TO FGP VOLUNTEERS

Activity	Percent of Volunteers
Nurturing, Guiding, Listening, Comforting	72
Academic Learning Assistance	69
Monitoring, Supervising Play, Work, Treatment	67
Social Skills Learning Assistance	57
Assistance with Meals	40
Communication, Language Learning Assistance	37
Personal Care Assistance	33
Homemaking, Child Care	16
Physical Therapy Assistance	13
Other	5

The station staff who responded to the survey confirmed these activities. They reported that the most important and the most effectively performed activity is giving personal attention to the children, such as guidance, listening, and comfort. Ranked next in importance and effectiveness were: (1) socializing, conversing, and playing with the children, and (2) assisting with their academic learning.

Recruitment. Word-of-mouth, referrals from current FGP Volunteers, and networking among Project Directors are the best ways to recruit new FGP Volunteers. Advertising in churches is also considered an effective means.

Although a few Project Directors expressed concern about not having a large enough population of eligible seniors in their areas, recruitment is not a problem for most projects. Only 2% of the Project Directors and 4% of the Advisory Council members noted any problems in recruiting Volunteers.

Eligible Volunteers. The U.S. Census data presented in Table 5 show that nationwide there are sufficient numbers of low-income Americans over age 60 not only to continue the program at its present level, but to expand it if necessary. According to the 1990 census there are over 7.8 million eligible seniors in the U.S. and, in Fiscal Year 1992, less than one percent (23,139) were serving as FGP volunteers. Responses from Project Directors and Advisory Council Members on surveys and during site visits revealed that there are very few programs competing for the services of low-income Americans over the age of 60.

In Table 5, ACTION's regional jurisdictions are ranked according to the number of eligible volunteers. Region IV (Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina and Tennessee) has the highest number and highest percentage of eligible seniors for the FGP. Region X (Alaska, Idaho, Oregon and Washington) has the lowest number of eligible persons, and Region I (Connecticut, Maine, Massachusetts, New Hampshire, Vermont and Rhode Island) has the lowest percentage of eligible persons.

TABLE 5

NUMBER OF PERSONS ELIGIBLE TO BE FGP VOLUNTEERS AND NUMBER OF VOLUNTEERS SERVING IN FISCAL YEAR 1992 (RANK-ORDERED HIGH TO LOW BY ACTION REGION)

Rank	Region	No. of Persons Eligible* to Serve as FGP Volunteers	Percent of Population Eligible for FGP	No. of FGP Volunteers Serving **
1	IV	1,796,339	4.4	3,888
2	VI	1,417,151	4.0	3,736
3	III	1,297,625	3.2	3,411
4	IX	1,133,739	3.2	3,841
5	V	1,009,134	2.6	2,754
6	II	805,225	3.1	1,956
7	I	356,337	2.7	1,405
8	VIII	241,845	2.6	1,214
9	X	221,342	2.4	934
Total	--	7,814,580	---	23,139

* Based on 1990 U.S. census data.
** Based on ACTION Project Profile and Volunteer Activity (PPVA) survey data.

Analysis revealed that, in general, there is a higher percentage of eligible seniors in states that are considered more rural, such as Arkansas (6.1% of the population is eligible) and Mississippi (6.7% eligible), than in states where more of the population lives in urban areas, such as New Jersey (2.5% eligible) and Connecticut (2% eligible).

A comparison of the percentages of population eligible to serve and the percentage of that population actually serving as FGP volunteers produces a different, practically reversed ranking. Table 6 demonstrates that the Regions which contain the higher percentages of population eligible to serve rank lower in percentage of the eligible population serving than the Regions with smaller percentages.

For example, Region VIII has the highest percentage (0.5%) of the eligible population serving, with the lowest percentage (2.6%) of its population eligible to serve. Conversely, Region IV is tied for 8th ranking at the lowest percentage of eligibles serving (0.2%), with 4.4% of its population eligible to serve.[1]

TABLE 6

FGP RESOURCE ALLOCATION
Regional Ranking of Percentage Serving and Per Cent Eligible to Serve

RANKING	REGION	PER CENT OF ELIGIBLE SERVING	PER CENT ELIGIBLE TO SERVE
1	VIII	0.5%	2.6%
2	X	0.4%	2.4%
2	I	0.4%	2.6%
2	V	0.4%	2.6%
5	II	0.3%	3.1%
5	III	0.3%	3.2%
5	VI	0.3%	4.0%
8	IX	0.2%	3.2%
8	IV	0.2%	4.4%

Transportation. The transporting of Volunteers to and from their stations and in-service training sessions is a major responsibility for project staff, especially Project Directors, who spend a significant amount of time arranging transportation. Twenty-five percent of the sponsors provide transportation for their FGP Volunteers and 19% of the Volunteers drive their own vehicles. The Project Directors indicated that they are assisted in arranging transportation by some Station Supervisors (20%) and Institutional Representatives (25%).

Length of Service. The Project Directors reported that 854 FGP Volunteers left the program during the three months prior to the survey for this evaluation. This averaged three Volunteers per project. Three-fourths of the projects had at least one FGP Volunteer leave the

[1] The percentage of eligible population serving is governed primarily by the resources available to support them.

program during this period. Volunteers who left the program averaged 6.5 years of service (range: several months to 27 years). As noted in Table 7, more than half (55%) of those leaving served one to five years, 23% served six to ten years, 12% served 11 to 15 years, 8% served 16 to 20 years, and 2% served more than 20 years.

TABLE 7
LENGTH OF SERVICE FOR FGP VOLUNTEERS WHO LEFT THE PROGRAM DURING THE 90 DAYS BEFORE THE SURVEY
(N=854)

Years of Service	Percent of Volunteers Who Left the Program
< 1	< 1
1 to 5	55
6 to 10	23
11 to 15	12
16 to 20	8
> 20	> 2

As noted in Table 8, half of the Volunteers who departed the program in Fiscal Year 1992 did so because of health reasons or death. Nearly a quarter (22%) left because of changes in personal interests or circumstances, and another quarter departed due to some difficulty (e.g., Volunteer dissatisfaction, poor performance, or transportation difficulties). Some 2% left because they exceeded income limitations.

TABLE 8

REASONS FOR VOLUNTEERS LEAVING THE PROGRAM DURING FISCAL YEAR 1992, ACCORDING TO STATION SUPERVISORS (N=854)

Reason for Leaving	Percent of Volunteers Leaving
Health Problems, Death	50
Employment, Moved, Family-Related Problems, New Interests, Other Activities	22
Volunteer Dissatisfaction	7
Poor Performance	5
Transportation Difficulties	4
Ineligible Income Level	2
Other	10

Stipend Support. FGP Volunteers receive a stipend of $2.45 for each hour of service. Most Station Supervisors and Advisory Council members feel that the stipend and other support provided Volunteers are sufficient to meet the aims of the program, however a significant percentage, 30% to 40%, did not.

Advisory Councils. ACTION policy requires that an Advisory Council be established to advise and assist the project sponsor and staff for each FGP project. The Advisory Council advises and supports the Project Director in forming policy, and in planning and developing operational procedures and practices. The Advisory Council also assists the sponsor by promoting community support, advising on personnel actions and planning and promoting the mobilization of resources.

Typical membership in FGP Advisory Councils included social service providers, FGP Volunteers, political leaders, businessmen and women, low-income seniors, and other members of the local community. Members normally are long-time residents of the community (averaging 25 years, with a range of a few months to 89 years).

The size of Advisory Councils ranges from four to 35 members, for an average of 15; most (70%) have between 11 and 20 members. On average, Advisory Council members have served for three years, with a range of a few months to 27 years. About 33% have served between one and three years, 23% between three and five years, 12% less than one year, and 12% five to seven years. About one in 10 (or 9%) has served longer than 11 years. Table 9 presents these data.

TABLE 9

LENGTH OF SERVICE OF FGP ADVISORY COUNCIL MEMBERS

Years	Percent Serving
< 1	12
1 to 3	33
3 to 5	23
5 to 7	12
7 to 9	6
9 to 11	6
> 11	9

About one-half (51%) of the Advisory Council members are employed and 42% are retired. The remainder are unemployed, or in an "other" category. More than half (52%) are affiliated with the sponsor or project in another capacity besides Advisory Council member: Twenty percent are also FGP Volunteers, 14% are station employees, and 11% are employees of the sponsor. Nine per cent are on the sponsor's Board of Directors, 7% indicated that they have an "other" affiliation with the sponsor, and 2% are parents of children served by the program. Some members have more than one other affiliation with the sponsor.

THE COMMUNITIES SERVED

Three topics are considered in this section: community needs, strength and types of local community support, and financial and in-kind contributions.

Community Needs

Most Communities use the FGP in conjunction with other program resources to help children between three and eleven years who are abused and neglected, emotionally disturbed, and learning disabled. Most of the children are between the ages of three and 11 years. The least frequently served children with special needs are those who are terminally ill, refugees, runaway youth, and children with HIV or AIDS. Table 10 presents the data on the types of special-needs children served by FGP projects.

TABLE 10

TYPES OF SPECIAL-NEEDS CHILDREN SERVED BY FGP PROJECTS, ACCORDING TO STATION SUPERVISORS

Type of Special-Needs Children	Percent of Projects
Abused or Neglected	57
Emotionally Disturbed	49
Literacy or Learning Disabled	49
Physically Handicapped	35
Mentally Retarded	32
Deaf or Hearing Impaired	21
Blind or Visually Impaired	19
Substance Abuser	14
Juvenile Delinquent	12
Pregnant Teen	11
HIV or AIDS Infected	6
Runaway Youth	6
Refugee	4
Terminally Ill	4
Other	29

Local Community Support

Community support enhances the effectiveness of FGP projects. Sponsors, through the Project Director, are required to develop stations, recruit Volunteers, and provide at least 10% of a project's budget from non-ACTION funds.

We asked Project Directors and Advisory Council members for their perceptions on the degree of community support given to the projects, the attendance of community leaders at FGP functions, and examples of the types of community support received during the past year. We also asked Project Directors to provide the amount and sources of non-Federal funds and the types and sources of in-kind contributions received during Fiscal Year 1992.

Most Project Directors (70%) and Advisory Council members (66%) rated community support for their project as "strong" (the highest rating on a five-point scale). Project Directors who have served their projects longer were more likely to rate the level of community support as strong compared to those who had been with the program less time; this difference was statistically significant. Signs of positive community support include the ability of a project to attract in-kind and financial contributions, recognition by community leaders, and willingness

of community members who are not directly affiliated with the project or its sponsor to contribute time as Advisory Council members or for special events or activities.

According to Advisory Council members, the most frequently reported types of community support received by the projects during Fiscal Year 1992 were: recognition ceremonies (reported by 53% of the Advisory Council members); donations of goods such as meals for FGP Volunteers, space, and items for fund-raising (39%); donated services such as speakers, physical examinations for FGP Volunteers, publicity, and in-service training (34%); financial donations (31%); and public media coverage via radio, television, and/or newspaper (24%).

The least frequently received forms of support were private media coverage, such as in newsletters (3%); inclusion in fairs, meetings, and other public events (3%); attendance of community leaders at FGP events (7%); and verbal recognition of the program (7%).

Overall, community leaders attend recognition events for FGP Volunteers and are willing to join FGP Advisory Councils. Local residents with both low and higher incomes participate on Advisory Councils. Newspapers are willing to publish articles on the Volunteers, and most projects are able to obtain donations of funds, meals, medical services, transportation, and office space.

More than half of the Project Directors (59%) reported that influential leaders in their communities attend recognition ceremonies for FGP Volunteers "about half the time" or more frequently; 18% reported that business and political leaders "almost never" attend such ceremonies.

Financial and In-Kind Contributions

As noted above, sponsors must meet a statutory requirement to obtain 10% non-Federal "matching" funds to support each project. Nearly 90% of the projects are able to acquire these funds, averaging $35,286 per year per project. Sponsors are the most likely source of these funds (in 56% of the projects); state governments and private individuals are also significant contributors (42% and 41%, respectively). About 31% acquire funds from other sources, 29% receive local government funds, 28% are private foundation grantees, and 7% are United Way grant recipients.

The largest amounts of non-federal funds are provided by the sponsors and by state and local governments. The smallest contributions are provided by private foundations and individuals. Table 11 presents the sources of non-federal funds and the median annual contribution.

TABLE 11

SOURCES OF NON-FEDERAL FUNDS AND MEDIAN ANNUAL CONTRIBUTION TO FGP PROJECTS

Source	Percent of FGP Projects	Median Annual Contribution
Sponsor	56	$12,000
State Government	42	$18,466
Private Individuals	41	$ 1,157
Local Government	29	$ 9,210
Private Foundations	28	$ 3,000
United Way	7	$ 5,000
Other	31	$ 7,000

In addition, 89% of the projects receive in-kind contributions of meals for the Volunteers; donated medical services are provided to 68%, transportation to 65%, and office space to 63%. About 38% of the projects receive donations of equipment. In addition, 38% receive donated supplies, 36% receive other materials, and 29% receive donated staff time. Table 12 presents these data.

TABLE 12

TYPES OF IN-KIND CONTRIBUTIONS

Type of Contribution	Percent of FGP Projects
Meals	89
Medical Services	68
Transportation	65
Office Space	63
Equipment	38
Supplies	38
Staff	29
Other	36

Stations and sponsors are the main sources of in-kind contributions, accounting for about half of the total. Private foundations and local governments also provide significant amounts of in-kind contributions. Sources of in-kind contributions are: Stations (30%), Sponsor (23%), Private Foundations (16%), Local Government (14%), State Government (7%), Private Professionals (5%), Private Individuals (4%), United Way (1%) and ACTION (1%).

ACTION OVERSIGHT

ACTION personnel develop and interpret pertinent regulations and policies; provide technical assistance, monitoring and follow-up; and oversee FGP projects financially. On average, ACTION state staff have been assigned to the FGP projects for which they are responsible for six years (range: a few months to 26 years).

Regulations and Policies

Most (73%) of the Project Directors noted that ACTION's regulations and policies are thorough and comprehensive, and 70% said they were clear and easy to understand. Sixty-seven percent indicated that technical assistance from ACTION's state staff had helped them to understand and interpret these regulations and policies, and 22% said they need additional technical assistance in this area.

Monitoring and Follow-Up

All FGP projects are monitored through annual site visits by ACTION state staff and formal reports. Project Directors stated that these reports are usually very complete and useful for project management and that follow-up assistance is adequate.

According to the responses of the Project Directors, ACTION state staff visited 92% of the projects at least once during Fiscal Year 1992, and 88% of the Project Directors reported receiving at least one formal monitoring visit. More than half (53%) of the Project Directors said that they received only one visit from state staff, and 47% said that they received more than one visit (up to eight visits). The Project Directors said that these visits are sufficiently frequent; most (85%) rated the visits as a "3" on a scale of "1", (too infrequent), to "5", (too frequent).

Most (92%) of those receiving a formal visit also received a monitoring report which 73% rated as "very complete" (thorough) and 46% rated as "extremely useful." The Project Directors rated ACTION's follow-up assistance highly; 60% chose the highest category, "usually very adequate", and 79% chose "adequate."

Financial Oversight

Grant renewals for FGP projects are processed by ACTION in a timely fashion, financial reports are accurate, and payments are on time. Almost all (93%) of the Project Directors rated the timeliness of ACTION's grant renewal process as "timely" and 77% rated it as "very timely". Overall, 95% of the Project Directors reported that ACTION's financial reports are accurate; 91% report that financial payments are on time.

TRAINING AND TECHNICAL ASSISTANCE

Volunteer Training. ACTION policy requires that FGP Sponsors provide not less than 40 hours of pre-service orientation and a minimum of four hours each month of in-service training for Foster Grandparents. 57% of the FGP projects provided 40 or more hours of pre-service training for their Volunteers, as required by ACTION.

Although approximately two-thirds of the projects provided 48 or more hours of the required in-service training during Fiscal Year 1992, 43% did not meet their requirements. This data is supported by comments of Station Supervisors during the site visits.

Advisory Council Training. New members of the Advisory Councils are expected to be given sufficient orientation to acquaint them with the nature and purpose of the Foster Grandparent Program, of the Advisory Council's role and expectations of them as members. Four percent of the Advisory Council members indicated that they had attended training or conferences on grant writing and other fund-raising techniques, and 5% said that they had received training on defining and computing in-kind contributions.

Seventy-four percent of the Advisory Council members responding to the survey reported that they had attempted to gain community support for the program. However, observations and discussions during the site visits indicated that Advisory Councils are not sufficiently active in Volunteer recruitment or fund-raising to the extent necessary for compliance with ACTION regulations and policies. The need for training could be a reason.

Advisory Council members are interested in receiving additional training: 24% said that they would like to receive training on grant writing and other fund-raising techniques, 12% would like training on the definition and computation of in-kind contributions, and 32% would like training on the development and use of the Advisory Council.

Project Director Training. Approximately 75% of the Project Directors received an average

of ten hours of pre-service orientation from ACTION[2]. Of those who received the orientation, 67% reported that it met their needs and 50% gave it the highest rating on the survey ("needs usually met"). One in four Project Directors responding to the survey reported that he or she had received no pre-service orientation or training.

The pre-service orientation was provided through an ACTION regional conference (62%), by an experienced Project Director (49%), or by the ACTION state office (45%). About 30% received the initial training from an ACTION staff member or consultant sent to the project, and 20% were trained using other approaches.

Slightly more than one-third (39%) had received in-service training. Of these, 76% said that the training provided by ACTION met their needs, and 55% gave it the highest rating on the survey ("needs usually met"). Only 5% indicated that their needs were not met. The topics most frequently covered at in-service training were: ACTION rules and regulations (attended by 61% of the Project Directors), grant writing and other fund-raising techniques (55%), development and use of Advisory Council (54%), and problems and issues of aging (49%).

Between 35% to 40% attended in-service training covering such topics as supervision of Foster Grandparents (40%), FGP in-service training requirements (35%), conflict resolution and problem-solving techniques (35%), and FGP legal/financial liability issues (34%). Relatively few Project Directors attended in-service training on clarification of the sponsor-project relationship (28%), definition and computation of in-kind contributions (25%), and stress management (20%).

Most Project Directors (66%) reported that they need additional in-service training, especially in the areas of FGP legal and financial liability (requested by 61% of the Project Directors), grant writing and fund-raising techniques (53%) and conflict resolution and problem solving techniques (49%). Topics requested by 35% to 45% of the Project Directors include problems and issues of aging (45%), stress management (41%), ACTION rules and regulations (35%), and development and use of Advisory Councils (35%).

One-fourth or fewer requested additional training on clarification of the sponsor-project relationship (25%), definition and computation of in-kind contributions (23%), FGP in-service training requirements (22%), FGP Volunteer supervision (17%) and "other" topics (27%).

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[2] Although there is no requirement that ACTION provide pre-service or in-service training for Project Directors, an orientation to ACTION policies and procedures by the State Program staff has become a tradition. Moreover, in recent times there have been training opportunities provided both by ACTION, through Regional and multi-Regional conferences. Project Directors were both aware of this and desirous of its continuation.

Among those who did not attend in-service training during Fiscal Year 1992, two-thirds (66%) said that they would like to receive more training on grant writing and other fund-raising techniques and 53% said that they would like additional training on Advisory Council development.

Technical Assistance. The technical assistance provided by ACTION generally meets the needs of FGP Project Directors and is timely. Most (81%) of the Project Directors rated the technical assistance they received as a "4" or "5" on a five-point scale of timeliness, and 80% rated it as a "4" or "5" for meeting their needs. Just 8% rated the technical assistance as not timely and 6% as not meeting their needs. On average, the Project Directors received four hours of technical assistance during Fiscal Year 1992.

The most frequently requested technical assistance topic was ACTION rules and regulations (67%), followed by concerns about legal and financial liability (35%), clarification of sponsor-project relationship (27%), and definition and computation of in-kind contributions (22%). Other topics include conflict resolution and problem solving techniques (19%), FGP Volunteer in-service training requirements (18%), FGP Volunteer supervision (16%), problems and issues of aging (8%), and stress management (5%).

When asked in what areas they need additional technical assistance, the Project Directors said they need assistance on legal and financial liability (36%); grant writing and other fund-raising techniques (35%); ACTION's rules and regulations (22%); conflict resolution (22%); problems and issues of aging (20%); and stress management (20%).

Additionally,the need was expressed for technical assistance in the development and use of an Advisory Council (17%), definition and computation of in-kind contributions (13%), FGP in-service training requirements (13%), clarification of the sponsor-project relationship (12%), and other topics (15%). Few (6%) request technical assistance on supervising FGP Volunteers.

In summary, about 25% of the Project Directors reported that they did not receive pre-service training and 61% reported that they did not receive in-service training during Fiscal Year 1992. Those who did receive pre-service or in-service training were satisfied with the training and felt that it met their needs. Project Directors were also generally satisfied with the technical assistance they had received from ACTION.

Additional in-service training or technical assistance is requested on a range of topics, including FGP legal and financial liability, grant writing and fund-raising, and conflict resolution and problem-solving techniques.

SUMMARY

Analysis of the data from the survey and site visits shows that the Foster Grandparent Program:

- Is largely (60%) urban;
- Primarily serves children ages three to 11 years;
- Is concentrated (66%) in schools, day care centers, or Head Start programs; and
- Has an average of three Volunteers at each station.

The Volunteers are characterized as follows:

- Most (91%) are women, and more than half (54%) are White. 37% are Black.
- Almost half (48%) have completed high school or beyond.
- Most are recruited by word-of-mouth.
- They serve for an average of 6.5 years.
- They leave the program primarily for health reasons or death.

The Project Directors are characterized as follows:

- They serve for an average of seven years.
- They spend significant amounts of time arranging for the transportation of Volunteers.

Community Support is characterized by:

- The ability of projects to obtain non-federal funds, with an average annual contribution of $35,286.

CHAPTER THREE
SITE VISITS

SITE SELECTION

To obtain an in-depth better view of the program at the project level, five field workers conducted ten site visits using rapid appraisal techniques between May 12 and 26, 1993. They used key informant and group interviews, direct observation and record reviews. The process was structured around the research questions in five focal areas: volunteer recruitment and retention; community integration; station, sponsor and project director turnover; best practices, and; global questions.

A national distribution of sites was selected to include a mix of large and small, urban and rural, and Native American projects.

Site Contacts and Characteristics

Seven types of key informants were contacted in the course of the site visits: State ACTION personnel (generally the State Director), FGP Project Directors, Advisory Council Members, Station Supervisors, Institutional Representatives, FGP Volunteers, and Community Representatives. A total of 332 persons were involved as presented in Table 13.

The summary of site characteristics presented in Table 14 indicates that the sites selected generally have established FGP Projects with experienced Project Directors. With one exception, all of the sites have been in existence more than ten years (average of 15 years), and all but two of the Project Directors had been in place for four or more years (average of 7 years).

The Projects range in size from 98 to 21 Volunteers (average 61), and from 45 to 6 Stations (average 22). The types of sponsoring organizations included agencies serving seniors, community action agencies, a private social service agency, a public department of juvenile services, a public school district, a state hospital, and a confederated Native American tribe.

TABLE 13
Summary of Site Visit Contacts

Site	State ACTION	Project Director	Advisory Council	Station Supervisor	Inst. Rep.	FGP Volunteer	Comm. Member	TOTAL
Maryland	X	X	3	2		16	6	29
Virginia	X	X	3	7	4	10	5	31
Arkansas	X	X	5	5	3	10	3	28
Washington		X	6	7	3	7	3	27
South Carolina		X	3	5		8	8	25
Kansas #1		X	7	8	2	20	4	42
Wyoming		X	5	10	4	12	2	34
Georgia		X	9	2		15	5	32
Kansas #2		X	8	4	3	13	7	36
Michigan		X	8	6	4	9	20	48
TOTAL	3	10	57	56	23	120	63	332

TABLE 14
Summary of Site Characteristics

Site	Age of Project (yrs.)	Years of PD Service	# of FG Volunteers	# of Stations	Avg. # of Vols/Station	Type of Sponsoring Agency
Maryland	12	12	62	12	5.2	Dept. of Juvenile Services
Virginia	11	5	68	31	2.2	Area Agency on Aging
Arkansas	13	2	57	24	2.4	Area Agency on Aging
Washington	15	13	42	7	6	Confederated Tribes
South Carolina	4	2.5	46	6	7.7	Senior Options, Inc.
Kansas #1	21	1	41	15	2.7	School District
Wyoming	21	8	81	30	2.7	Community Action Agency
Georgia	16	4	21	8	2.6	State Hospital
Kansas #2	17	13	98	37	2.6	Catholic Social Services
Michigan	21	7	96	45	2.1	Community Action Agency
AVERAGE	15	7	61	22	*2.8	

*Total number of Foster Grandparent Volunteers (612) divided by the total number of stations (215).

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Chapter Three: Site Visits

SITE VISIT FINDINGS

Volunteer Recruitment and Retention

Volunteer Recruitment

Recruiting FGP Volunteers was found to be the primary responsibility of the Project Director, with the principal method being word of mouth. The majority of Volunteers first learn about the program through a friend or neighbor.

Occasionally, Project Directors advertise the program in newspapers, on the radio, and through public service announcements; however, these media are not nearly as effective as word of mouth. The best "media advertisements" appear to be human interest stories about a specific FGP Volunteer or on FGP Volunteers working in a specific station. Project Directors also mentioned churches as places to "spread the word" about the program to enhance recruitment.

Nearly all of the ten sites visited had waiting lists of individuals (10 to 25 persons) who want to become FGP Volunteers. None of the urban sites visited and only three of the six rural sites visited reported any difficulty in recruiting Volunteers. Of the three rural sites, two cited factors that are unrelated to the availability of Volunteers -- one site is relatively new and growing and the other has recently changed sponsorship. The third did not have strong community networks on which to draw to recruit Volunteers.

Large rural sites also experience difficulty in recruiting FGP Volunteers and stations. At one large rural site, the recruiting difficulties noted were associated with the tendency of the FGP project and its sponsoring community action agency to be more "liberal" than the surrounding community. This lack of congruence in values make it more difficult for the FGP project to gain access to important sources of support in the community, especially local churches.

Male Recruitment

Project Directors and Advisory Council Members reported many reasons for their having difficulty in recruiting men. They attributed that difficulty to the following beliefs:

- In general, men are not attracted to volunteer work;
- Men do not find typical FGP assignments appealing; and
- Men generally have more income in retirement and do not need to supplement their income as much as women do.

Some of the Project Directors had made a determined effort to recruit men over the last few years with limited success. An example of one recruitment strategy was to put announcements in church newsletters, make systematic presentations in churches with the slogan, "We need a few good men!", and prepare a special poster with a picture of a male FGP Volunteer working with a small child. No male Volunteers were recruited as a result of this effort.

The types of stations and types of children served were noted as possible factors that can affect a project's ability to recruit male Volunteers. For example, at a large urban site where nearly 70% of the children served were juvenile offenders, there are several very active male FGP Volunteers. It was suggested that vocational activities, such as wood shops, also may help to attract male Volunteers.

Volunteer Assignment-related Satisfaction

Most Volunteers were happy with their site assignments. Occasionally, some request reassignment for a variety of reasons including transportation problems (frequently reported reason), personality conflicts with station supervisor (very infrequent problem), and the emotional and/or physical stresses associated with the site (e.g., working with juvenile offenders, working with mentally retarded children).

The frequency of and reasons for requesting station reassignment varied from project to project. At a large urban site, where nearly 70% of the children served are juvenile offenders, requests for reassignment were more frequent with emotional stress and fear for physical safety being the primary reasons.

An important aspect in Volunteer happiness was found to be recognition they receive for service. Project Directors, staff and Advisory Councils provide events and activities to recognize the services of the Volunteers through brunches, plaques, Christmas presents from clients, and an annual banquet attended by community leaders.

Typical recognition activities noted were luncheons, Christmas parties and activities associated with National Volunteer Week. Since there tends to be a lull in activity in the summer time when the schools are closed, luncheons tend to occur in the fall in the "beginning of the school year" and in the spring "at the end of the school year". Typically, a church provides the site, the public schools provide a jazz band or other entertainment, and organizations of all kinds donate food and special gifts for the FGP Volunteers.

Perceived Adequacy of the Stipend

Nearly all of the FGP Volunteers said they would like to receive an increase in their stipends to bring them up to or close to the minimum wage. Some Volunteers are motivated to stay in the program because of financial need even when their physical stamina begins to diminish.

Transportation Problems and Solutions

Whether the Volunteer drives is often the key factor in assigning her or him to a station. Those who drive often tend to be assigned to the more remote stations.

The primary transportation options available to FGP Volunteers who do not drive were public transportation in urban areas, car/van pools, special transportation for seniors and handicapped individuals supported by public funds, and special transportation provided by the sponsoring organizations or stations.

In some cases, FGP staff, Station Supervisors and other station staff provide transportation in their private vehicles. All of the sites visited reported that providing adequate transportation was a constant struggle. At nearly all of the sites getting a van (or another van) or otherwise increasing the transportation for the FGP Volunteers was one of the highest priorities. The problem was more prevalent in rural areas.

In urban settings FGP Volunteers have more access to public transportation. However, public transportation routes present limitations on the assignment of specific FGP Volunteers to specific stations. Public transportation is also rather difficult for some seniors with mobility problems and can add one to two hours of commuting time each day. In addition, when a Volunteer leaves the program the station may lose a Volunteer until someone is found who can get to that location. These kinds of problems usually are resolved in time, but they create headaches for FGP staff and station personnel in the short-term.

The safety of FGP Volunteers traveling to and from work is another concern, especially for those who drive their own cars. At one urban site two Foster Grandparents recently had automobile accidents; one was associated with a heart attack.

Providing transportation or providing funds to reimburse Volunteers for transportation expenses is a common form of in-kind contribution. As public budgets get leaner and demands on private funds grow, it appears that this in-kind contribution may be increasingly difficult to obtain. For example, one urban site recently lost its transportation reimbursement funds and has not been able to replace them.

Competing Programs which Attract FGP Volunteers

No one interviewed was able to identify a non-ACTION program which has the same mission as the Foster Grandparent Program, specifically to enable low-income seniors to assist special needs children. However, two Department of Labor programs could be attractive to potential FGP volunteers. They are:

Seniors In Community Service Employment Program (SCSEP)

The SCSEP is a work experience and training program under Title V of the Older Americans Act. This program is typically sponsored by organizations such as the American Association for Retired Persons (AARP) and Area Agencies on Aging (AAA). It is funded by the United States Department of Labor and provides subsidized part-time community service work for economically disadvantaged adults age 55 and over. SCSEP's goal is to place 30% of the participants into subsidized community service positions each year.

Participants work 20 hours per week and are paid the federal minimum wage. They are employed in a wide variety of community service work in public and private non-profit agencies. Short-term training is also conducted by the private sector. A private sector employer may provide orientation and job-specific training. After a successful training period, usually 4-6 weeks, the trainee becomes a permanent employee. During training, the participant is paid for up to 40 hours per week at a rate comparable to others performing similar work for the employer.

Job Training Partnership Act/Older Worker Program (JTPA/OWP)

This program is also funded by the United States Department of Labor. It provides job training services for economically disadvantaged adults age 55 and over. Placements under this program are made directly into the private sector. The program can provide: on-the-job training (reimburses the employers up to 50% of the cost of training), classroom training, job search assistance, job development, and supportive services.

Community Integration

Meeting Community Needs

Programs in transition (e.g., changing sponsors or Project Directors) do tend to perform community needs assessments, however most established FGP projects do not perform formal needs assessments to determine where to place Volunteers or to determine whether it is meeting the needs of the local community. Typically, a set of stations tends to be established and to continue to be served unless it is difficult to place a Volunteer for transportation or other reasons.

As mentioned above, FGP Volunteer placement is to a great degree influenced by the availability of transportation and the availability of other in-kind resources such as meals, training, office equipment and space.

Chapter Three: Site Visits

Turnover Experienced by Projects

Volunteer Turnover

Most FGP Volunteers appear to try to stay in the Program as long as possible; in fact, many who leave for illness return when their health improves. The primary reason for terminating is poor health, and usually the situation becomes critical before people leave. The health problems of Volunteers are typical of those of older Americans -- high blood pressure, diabetes, incontinence, and forgetfulness, memory difficulties and other symptoms of organic dysfunctions commonly labeled Alzheimer's Disease or senility.

Although none of the field workers reported observing Volunteers that were not able to carry out their duties adequately, some community members and station supervisors reported instances in which this had occurred in the past.

In some cases FGP Volunteers have to be forced to retire. At several sites the development of guidelines and policies which will allow retirement with dignity was identified as a key policy issue. At one site the Project Director and Advisory Council are currently developing such a set of policies and procedures.

Station Turnover

Stations that currently use Volunteers generally want to continue to participate in the program. Project Directors are more likely to face demands to expand the program and add stations than to "close" stations. As a program opens new stations, it may become necessary to close older stations owing to a lack of Volunteers. Indeed, the availability and assignment of Volunteers are key variables determining whether stations open or close.

Sponsor Turnover

In eight of the ten visited sites sponsorship had been relatively stable over the life of the FGP project. In projects where sponsorship changed, cooperation between Project Directors and timely effectiveness of new Advisory Councils were issues that needed attention.

Best Practices

Recruiting Volunteers

Project Directors report that the best way to recruit Volunteers is by word of mouth. Sometimes Project Directors advertise the program in newspapers, on the radio, and through public service announcements. However, they report that advertising is not nearly as effective as word of mouth. The best "media advertisements" appear to be human interest stories about

a specific FGP Volunteer or on FGP Volunteers working in a specific station. Project Directors also mentioned churches as places to "spread the word" about the Program and to recruit FGP Volunteers.

Gaining Community Support

The Project Directors and Advisory Council Members identified several ways to increase community support:

- Increasing the involvement, the activity level, and the effectiveness of the Advisory Council, especially in the area of fund-raising;
- Having the Foster Grandparents help "spread the word" about the Program through bake sales and other "visible" community activities;
- Increasing the visibility of the Foster Grandparent Program by getting human interest stories in the local print and broadcast media; and
- Providing high quality services which knowledgeable community members recognize as filling important community needs.

One large urban site provides an example of a special effort to broaden and expand its "community base." A public relations/media specialist on the sponsor's staff is attempting to increase community awareness by preparing press releases and writing newspapers articles about individual FGP Volunteers.

Also, the Advisory Council has established a nonprofit "Friends of Foster Grandparents" activity; the FGP Volunteers have bake sales at state buildings to generate income and advertise their work; and the Project Director is organizing a new "Youth Enrichment Service Awards Program" to recognize youth who have overcome difficulties at home or in the community.

Global Questions

What Are the Characteristics of Successful FGP Sites?

As expected, the site visits revealed that some of the projects are more successful than others, and several characteristics emerged as defining successful FGP sites. These are: good Project Director; an active, committed Advisory Council; well-established networks/linkages with people and organizations in the community; solid relationships with a supportive sponsor, and; intensiveness of impact.

Chapter Three: Site Visits

Good Project Director

One of the most important ingredients for a successful FGP Project is having an effective Project Director. Successful Project Directors are warm, caring, organized, outgoing, and committed. Two of the greatest demands on a Project Director are station visits and clerical/administrative duties. Project Directors must constantly juggle (on a daily basis) the movement of personnel, screening and selecting new Volunteers, matching them to station needs, transferring them as requested to other stations, assuring that they are transported to worksites, finding substitutes for those who are ill or on vacation, and finding summer stations for those who work in 9-month school systems.

Active, Committed Advisory Council

In the press of the multiple demands on a Project Director's time, one leadership responsibility that sometimes does not receive enough attention is creating an effective Advisory Council. The successful FGP projects have active Councils to assist the Project Director in many areas depending on project needs and the particular skills and interests of the Advisory Council members.

The skills and interests included: fund-raising, project planning and evaluation, formulating policies and guidelines, assisting in the training of Volunteers and other staff, participating in the awards ceremonies and other recognition activities for the FGP Volunteers, and helping to establish communication networks and other linkages needed to ensure that the Foster Grandparent Program is integrated into the community.

The selection of Advisory Council members who represent the community and are active in the volunteer network is important. Periodic rotation of the members and the leadership of the Advisory Council is helpful.

Well-Established Networks/Linkages

The most successful sites were stable and had well-established networks and other linkages with local people and other agencies which worked with children, seniors or both. These networks are used to recruit and place Volunteers, to provide meeting space for meetings, to help in conducting recognition ceremonies for Volunteers, to help Volunteers with special transportation needs. In well established projects, much of the community needs assessment was done informally through these networks.

Support of Sponsoring Organization

In successful projects the FGP Project Director and personnel from the sponsoring organization shared a vision of what the mission of the Foster Grandparent Program is and how it supports and complements the mission of the sponsoring organization. The Project Director

worked with personnel in the sponsoring organization to share or have access to resources such as clerical support, office supplies and equipment and accounting/payroll support.

What Type of Children Are Best Served?

The Project Director and Station Supervisors agreed that all kinds of children and youth could be served by FGP Volunteers. In fact some of the more successful placements are in "difficult" settings--a shelter for runaway youth, a children's ward of a hospital, and a school for emotionally disturbed children. More important than the type of children served are the personality and "presence" of the FGP Volunteer, the relationship between the Volunteers and the station staff, and the way the station is managed.

What does ACTION Do that Makes a Difference?

Nearly all of the Project Directors and other FGP staff reported that state ACTION personnel provide informal technical assistance in a timely and supportive manner. In fact, some Project Directors reported being in contact with the state ACTION office either in person or by telephone at least once a week. Most of the Project Directors also reported that the ACTION sponsored conferences are very useful in providing an opportunity both for sharing information and ideas among fellow Project Directors and for getting training and technical assistance on topics of interest.

Although the personnel at the sites were generally quite positive in their comments about ACTION, they did have several suggestions for ways that ACTION could support local FGP projects even more in the future. These were:

- Providing "start-up" packages for new programs, which contain helpful hints on how to organize a program, establish and use an Advisory Council and recruit Volunteers.
- Advertising the program more visibly nationwide;
- Facilitating communication and the sharing of ideas and materials among Project Directors;
- Providing training and technical assistance as needed;
- Accumulating and distributing information on "successful" Advisory Councils;
- Supporting the purchase of vans for transportation;
- Supporting a part-time worker to assist the Project Directors with clerical/administrative work and supervision of Volunteers.

- Increasing the Volunteers' stipends;
- Providing training in grant writing and fund-raising;
- Providing technical assistance (training) on juvenile issues;
- Providing a once-a-year "supplement" (e.g., $20) that the Volunteers could use for the children (e.g., to purchase small presents, pay for birthday celebrations); many of the Volunteers give the children items purchased with their own funds or join the PTAs to solicit their support;
- Increasing the amount of vacation time allowed;
- Allowing flexible work times, including five hours per day for four days a week; and
- Increasing the income level for eligibility in the program.

SUMMARY

The site visits provided additional information supportive of the findings from the surveys, indicating that FGP is working well within its legislative and procedural framework. In addition the following aspects were evident:

- Recruitment of Foster Grandparents in general is not difficult and is usually accomplished through word of mouth. Recruiting male volunteers however does require special effort, i.e., targeted recruiting and extraordinary station development.
- Volunteers are most satisfied when relationships on the job are good, personal physical and mental health are good and personal safety is assured.
- Recognition events are appreciated by the volunteers, and are a source of media recognition and other resources as well.
- Providing transportation for volunteers requires significant efforts on the part of project and station staff. It is more of a problem in rural areas which lack public transportation resources.
- There were no programs effectively competing, on any significant scale, for the FGP eligible population. Those which were identified were senior employment and/or training programs, and did not have the attraction of working with children in need.

- Station development tends to be conducted through existing networks within the communities, where there was widespread knowledge about FGP.

- Turnover occurs among Volunteers when poor health or death intervene; among stations when Volunteers leave and cannot be replaced; and among sponsors when funding becomes unavailable.

- Community support is best increased by having an involved, active and effective advisory council; carrying out highly visible events and activities; getting local media support; and being recognized by community leaders as providing high quality services.

- Suggestions for ACTION support for the FGP program included disseminating FGP start-up and advisory council operational information, training in grant-writing and fund-raising, assistance with advertising and marketing at national and local levels, and increased program funding.

CHAPTER FOUR
OUTCOMES AND KEY OBSERVATIONS

This chapter describes the impact of the Foster Grandparent Program on the children served, FGP Volunteers, FGP stations, and sponsoring communities.

PROGRAM IMPACT

Children Served

More than 80% of FGP Station Supervisors reported development of a sense of well-being, and improvements in self-esteem and interpersonal and social skills of the children served by Foster Grandparents. More than 70% reported improvements in self-awareness, moral and ethical behavior, communication, language skills, self-help, eating, and dressing. More than 50% reported improvements in the basic academic skills, physical and motor skills of the children (Table 15).

TABLE 15

AREAS OF CHILDREN'S IMPROVEMENT AS A RESULT OF FGP VOLUNTEER EFFORTS ACCORDING TO STATION SUPERVISORS

Area of Improvement	Percent of Station Supervisors Responding
Sense of Well-Being	85
Self-Esteem	85
Interpersonal and Social Skills	82
Self-Awareness	76
Moral and Ethical Behavior	72
Communication, Language Skills	72
Self-Help, Eating, Dressing	70
Basic Academic Skills, Reading, Math	61
Physical and Motor Skills	52

FGP Volunteers

Volunteers reported a number of areas of satisfaction gained from their work in the Foster Grandparent Program. The main areas of satisfaction reported are the pleasure of working with children (97%), feeling more useful (91%), and making new friends (80%). The additional income gained from the FGP stipend was ranked last among the areas of satisfaction reported by the Volunteers but was cited as a satisfying element by more than two-thirds (68%). The areas of satisfaction derived from participating in the program, as cited by the Volunteers, are shown in Table 16.

TABLE 16

AREAS OF SATISFACTION GAINED BY FGP VOLUNTEERS ACCORDING TO THE VOLUNTEERS

Satisfaction	Percent of Volunteers Responding
Enjoying the Children	97
Feeling More Useful	91
Making New Friends	80
Feeling Better Physically	75
Having a New Purpose in Life	69
Receiving Additional Income	68
Other	7

The areas of satisfaction reported by the Volunteers were corroborated by Station Supervisors. They observe that the FGP Volunteers become more satisfied with life in general (94% of the Station Supervisors) and more socially connected with other people (stated by 93%) as a result of participating in the program. Many Station Supervisors (69%) agreed that the Volunteers become more financially secure because of the stipend, but similar to the Volunteers, they did not consider this result the most important benefit. The most important benefit of the program for the Volunteers, as reported by the Station Supervisors, was increased life satisfaction (53% of the Station Supervisors reporting), increased social connections (30%), increased financial capability (12%), and a combination of these three benefits (6%).

FGP Stations

Station Supervisors reported that the Foster Grandparent Program substantially enhances a station's capability to achieve its mission. These enhancements include the ability to provide

higher-quality services (reported by 80% of the Station Supervisors), serve more children (reported by 52%), and develop a formal volunteer program (reported by 47%).

FGP Sponsors

Project Directors reported that sponsorship of a Foster Grandparent Program gives the sponsor the following main benefits: community recognition, improved public relations, and improved image (reported by 28% of the Project Directors); additional service to clients and children, and enhanced capability for achieving the sponsor's mission (19%); and gratification from helping low-income seniors (15%). Less frequently mentioned benefits were positive media coverage (9%), good feelings among the sponsor's staff (8%), increased financial contributions (6%), in-kind contributions (5%), and interagency cooperation (5%).

Community Served

Institutional Representatives emphasized that the quality of services provided by a sponsor's professional staff are enhanced by the work of the FGP Volunteers (noted by 81% of the Institutional Representatives). Increased capacity for service was noted by 57%, and an increase in developing a formal volunteer program was cited by 43%. For most (63%) of the Institutional Representatives, improved quality of services is the most important outcome of sponsoring an FGP project, followed by an increased capacity to serve more children, (endorsed by 22%).

KEY OBSERVATIONS

Survey results and site visits resulted in the identification of four areas which we explored further. These were: (1) characteristics of male Volunteers, (2) transportation, (3) financial support, and (4) project effectiveness.

Male Volunteers

The percentage of male volunteers in FGP has declined over the years, from 19% in 1976, 15% in 1979, to 10% of the Volunteers surveyed in this evaluation (1992). Project Directors reported that men are more difficult to recruit than women and that the higher incomes of senior males make many males ineligible for the program. To better understand the dimensions of male participation in the program, we compared key personal and assignment characteristics of the male and female Volunteers currently participating in the program. The characteristics included age, race, ethnicity, education, and the ACTION geographical region. The length of service, age category of the children served, type of work performed, and the nature of satisfaction derived from volunteer service also were examined.

We found a higher percentage of male Volunteers are in the older age groups (70s or 80s and above) than female Volunteers (see Table 17). Approximately 25% are in their 80s compared to only 14% of the female Volunteers -- a difference that is statistically significant. Among all Volunteers, males comprise about 16% of those in their 80s or over, 11% of those in their 70s, and 5% of those in their 60s.

TABLE 17

AGE AND SEX OF FGP VOLUNTEERS RESPONDING TO THE SURVEY (PERCENT)

Age	Male* (N=37)	Female (N=341)
60s	17	36
70s	58	50
80s and over	25	14

No differences were noted between male and female Volunteers with regard to race, ethnicity, education, or the ACTION geographical region.

The differences between length of service for male and female Volunteers also were not statistically significant. More than half (57%) of the male Volunteers have served in the program for six years or more, compared to 46% of the female Volunteers; 43% of the males have served for less than six years compared to 54% of the females.

Male Volunteers work with children of all ages: babies; toddlers; and elementary school, junior high school, and high school children; however, they are more likely than female Volunteers to work with older children; thirty-two per cent of the male Volunteers work with high school children compared to 18% of the female Volunteers. This difference is statistically significant.

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* The analysis was limited by the small number of male volunteers (N=37). Nevertheless, the findings provide new information on male Volunteers and may suggest new recruitment strategies.

Men are also more likely to work in shelters and other categories of stations and less likely to work in day care and Head Start settings and in situations where children are being treated for mental and emotional difficulties. Males are less likely than females to describe their activities as nurturing or social skill building. These activities, which were listed on the survey as "nurturing, guiding, listening, comforting" and "social skills learning assistance, taking turns, not fighting, sharing," are highly likely to be associated with day care and Head Start assignments, where few males are stationed. These differences are statistically significant.

Regarding the satisfactions derived from serving as an FGP Volunteer, males are less likely than females to cite the satisfactions of making new friends and feeling better physically. About 65% of the male Volunteers said that making new friends is one of the satisfactions of being a Volunteer, compared to 82% of the female Volunteers, and 59% of the males noted feeling better physically, compared to 77% of the females.

To summarize, male Volunteers tend to:

- Be older,
- Work with high school aged children, and
- Serve in shelters and other atypical work stations,

The surveys did not address the issue of recruitment of males and, therefore, were not able to identify what the primary motivations of male volunteers are. However, information collected during the site visits indicates that males like working with children, especially older children, in the development of "tangible" skills (e.g., wood working, automobile mechanics, and working with computers). During the site visits Project Directors reported that a key problem in recruiting men is a tendency for men to have higher retirement incomes which means fewer of them meet FGP income requirements. The facts are, however, that males constitute 31% of the FGP eligible population with only, 11%** currently serving.

Transportation

Transportation was noted to be a key factor in managing an FGP project. It has not emerged as a major problem because Project Directors have given it a lot of attention. Most projects subsidize Volunteer transportation by providing local matching funds to reimburse Volunteers for bus fares, and to provide vans. Nevertheless, Project Directors and some Advisory Council members indicated that they spend more time than they would like making arrangements for transporting Volunteers to and from their stations (e.g., arranging for car pools

** Source: PPVA data.

and other forms of ride-sharing). Also, because of the difficulties associated with transportation for this age group, an important criterion for making station assignments is whether or not a Volunteer can get to a station. If a station is particularly inaccessible, there may be no replacement or substitute Volunteer when a regularly assigned Volunteer becomes ill or leaves the program. Finally, transportation is a limiting factor in providing Volunteers with in-service training, especially in rural areas.

Transportation has the potential of becoming a major problem if Project Directors give less attention to it, and if local matching funds, which currently subsidize it, are reduced. In some cases, the ability of a project to expand depends to a large extent on the ability to arrange for transportation to and from distant station sites.

Project Effectiveness

After review of the survey data and characteristics of projects viewed as being successful during site visit observations (Chapter 3), we selected four areas to constitute a basis for measuring project effectiveness. They were:

- Percent of available volunteer service-years used
- Number of station types
- Average number of children served per FGP Volunteer
- Number of sources of financial and in-kind contributions generated

Analysis revealed that success in the above areas correlated significantly with the following:

ACTION state staff assistance

- Projects that ACTION state staff visit are more effective than those they do not visit.

- Projects visited by ACTION state staff three or more times during the year have higher effectiveness scores than those visited less often.

- Projects visited for a "general status check," rather than for a specific task or problem, are more likely to score as more effective.

Training of Volunteers and use of public media

- Among projects offering more than 48 hours of Volunteer in-service training during Fiscal Year 1992, 50 rated as more effective and 13 as less effective.

- Effective projects also use the public media. Among those advertising in newspapers and on radio and television, 37 were more effective, compared to 20 of those that did not advertise through these media.

Receipt of technical assistance

- Eighty-five of the projects characterized as more effective received technical assistance, compared to 74 of the projects rated average and 66 of the projects considered less effective.

Number of Directors in the life of a project

- Projects that have had only one Project Director are less likely to score as more effective than projects that have had more than one Project Director.

Advisory Council fund-raising efforts

- Among the projects in which Advisory Councils helped with fund raising, 36 scored as more effective and 17 as less effective.

CHAPTER FIVE
CONCLUSIONS AND RECOMMENDATIONS

This evaluation focused on Foster Grandparents, their supervisors and sponsors, the recipients of their services and ACTION program oversight. Chapter One provided an overview of the program, including its legislative history. Chapter Two described the program, its activities and benefits to participants and recipients of FGP services. Chapter Three characterized the program from interviews, observations and record reviews conducted on site visits. Chapter Four addressed the outcomes of the program and key observations about it. This chapter presents the conclusions and recommendations.

CONCLUSIONS

The Foster Grandparent Program is meeting its intended purposes.

- With approximately 23,000 volunteers in 275 projects (7112 stations) serving approximately 84,081 youths, the program, through the efforts of ACTION and local sponsors, is fulfilling its legislative mandate of providing low-income seniors the opportunity to share experiences with and assist children with special needs.

- ACTION oversight of and assistance to FGP projects are viewed favorably by community sponsors, Project Directors, Station Supervisors and FGP Volunteers.

- The children served are benefiting from the program primarily through development of a sense of well being, self esteem and inter-personal and social skills.

- Foster Grandparents are benefiting from the program primarily through becoming more satisfied with their lives, more socially connected and more financially secure.

- Communities with FGP sponsors are able to provide higher quality services, serve more children and develop more formal volunteer programs.

Foster Grandparent Volunteers are primarily female from diverse racial and ethnic backgrounds.

- The majority of the 23,000 Volunteers are in their seventies and have less than a high school education. Ninety percent are female. More than half of the 23,000 are white, 37% are black, 6% hispanic, 1% asian or Pacific islander and 1% native American or Aleut.

- Most Volunteers serve between one and five years and leave primarily for health reasons and/or death. Effecting retirement with dignity for Volunteers no longer able to serve because of health reasons is a problem for Project Directors.

- Recruitment is not a problem, except for male volunteers and in some instances in rural areas for both males and females. The best recruitment is accomplished through word of mouth.

- There is a sufficient number of low-income older Americans nationwide over age 60 to continue the program at current or expanded levels.

Projects have varying characteristics with most operating in public and private schools, serving children between three and eleven years old.

- The number of projects with vocational programs potentially beneficial to older children are minimal.

- Successful projects are characterized by frequent visits and technical assistance from ACTION state staff; in-service training of project directors and volunteers; use of public media by community sponsors; experiencing at least one turn-over in project directors; and receiving fund-raising assistance from Advisory Councils.

- The projects are not equally distributed among urban and rural areas across the country.

- Projects are serving more abused/neglected; emotionally disturbed; and learning disabled children, than children who are seriously ill, have HIV or AIDS or those who are refugees and runaways.

- Most project Advisory Council members are affiliated with project sponsors in another capacity, either as an FGP Volunteer, station or sponsor representative, employee or Board member.

- Most projects meet the requirement of obtaining 10% non-Federal "Matching" funds with the majority of funds provided by project sponsors and state and local governments. Funds received from private foundations and individuals are minimal.

- Program start-up assistance, national advertising and information and resource sharing would be helpful to projects.

- Providing additional resources for transportation, one-time supplemental funds and support for part-time workers would be helpful for projects.

Training and Technical Assistance need to be strengthened.

- Training when provided is effective, however the amount provided is not enough. More training is needed for Project Directors, Advisory Council members and Volunteers.

- Technical assistance is also effective when provided. Projects need and desire more than is currently available.

RECOMMENDATIONS

It is recommended that ACTION:

- Develop and institute comprehensive training and technical assistance programs that more fully address the needs of Project Directors, Station Supervisors and Volunteers.

- Disseminate characteristics associated with successful projects and assure, to the extent possible, that they are reflected in training and technical assistance programs.

- Encourage sponsors to recruit more male Volunteers.

- Upon change of sponsors or any program expansion, encourage location of projects that more equitably distribute them among urban and rural areas.

- Develop and disseminate fund-raising techniques designed to assist sponsors in obtaining more private sector financial support.

- Encourage sponsors to initiate more activities designed to expand services to children within the full age range of authorized service recipients.

- Encourage sponsors to extend services to children who are seriously ill, have HIV or AIDS, and those who are refugees or runaways.

- Develop guidelines to assist sponsors in discharging FGP Volunteers with dignity whose health adversely affect their function.

- Encourage sponsors to make Advisory Councils more representative of the community at large and independent of the Board of Directors.

- Provide start-up assistance, national advertising, information and resource sharing to new projects and stations.